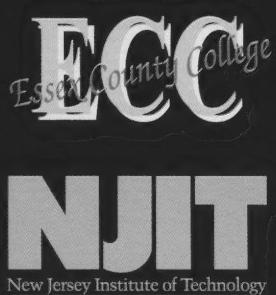


**Proceedings of the Mayor's Summit
on the Development of
University/Business Partnerships
December 12, 2001**

DESTINATION:

NEWARK,

YEAR 2011



New Jersey Institute of Technology



The City of Newark

**The Council for Higher Education
in Newark**

The Newark Alliance



NEWARKAlliance

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Destination: Newark, Year 2011

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ACKNOWLEDGMENTS

The Council for Higher Education in Newark created the Summit on the Development of University/Business Partnerships to enhance CHEN's assistance and collaboration for Newark's development as a college town that beckons families, firms, and workers, a destination of international prominence. Newark is poised to take its rightful place as the engine that generates opportunity, jobs, technology, intellectual capital, and economic activity for a regional population. The following people helped to explore, in qualitative terms, the many ways CHEN institutions can further contribute to Newark's well being.

Mayor's Summit Steering Committee

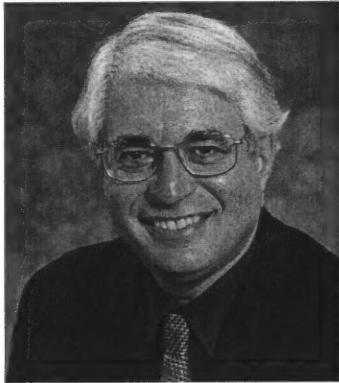
Hon. Sharpe James	Mayor, Newark, New Jersey
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Dr. A. Zachary Yamba	President, Essex County College
Dr. Saul K. Fenster	President (2001), New Jersey Institute of Technology
Dr. Norman Samuels	Provost (2001), Rutgers University-Newark
Dr. Stuart D. Cook	President, University of Medicine and Dentistry of New Jersey

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Dr. Steven J. Diner
Provost, Rutgers-Newark
And Professor of
U.S. Urban History

Preface

Revitalizing the City, Reaping the Benefits

Written by:
Dr. Steven J. Diner

American cities have experienced a great resurgence in the last decades of the 20th Century. As America became a predominantly suburban nation in the years after World War II, millions of Americans moved to low-density, racially and socially segregated suburbs, leaving the cities with an aging infrastructure, an eroding tax base, and the need to provide services to a disproportionately large population of low-income people. In the 1970's, policy analysts and commentators often described central cities as obsolete and outmoded.

But predictions of the demise of central cities have proven to be unfounded. Older cities retained considerable assets that provided the seeds for their revitalization.

Cities are no longer centers of manufacturing, and suburban shopping malls and office parks still claim the bulk of retail sales and a large share of new office jobs. But central cities like Newark have unparalleled public transit systems that provide commuters relief from highway gridlock. They have splendid cultural institutions. They have rich and varied architecture and a built environment, making for an engaging and varied visual landscape. Their density and variety make them highly attractive centers of entertainment, an antidote to the monotony of low-density communities.

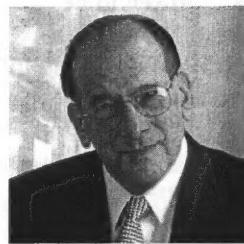
More and more Americans are rediscovering the excitement of urban living, and older cities are prospering as a result. Cities are also home to many of our finest universities, which provide the intellectual capital for the knowledge-based economy of today.

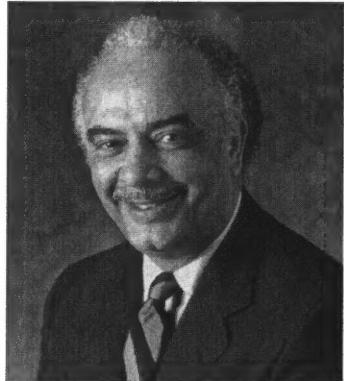
Newark's four public higher-education institutions are clustered together in the University Heights district of the Central Ward. Together they offer two- and four-year undergraduate degrees, as well as graduate and professional degrees in nearly every field of endeavor. They provide advanced research in science, technology, public policy, medicine, the law, and much more. These universities are crucial to the new economy.

The papers collected in this volume were originally prepared for a conference on Newark's economic development sponsored by the Council for Higher Education in Newark, a longstanding alliance of the four public higher education institutions of Newark's University Heights district. They illustrate the crucial role of higher education and research in Newark's continuing revitalization.

"Predictions of the demise of central cities have proven to be unfounded."

Presentations





Gus Heningburg

Moderator

**The Mayor's Summit on
the Development of
University/Business
Partnerships**

**Mr. Heningburg is the president of Gustav Heningburg Associates Inc., Newark, N.J.*

Presentations – Summary

Newark is an unusual city in many ways. There is no city in America, or perhaps the world, where you have four institutions of higher learning – four – buddied up next to each other. No signs between them, nothing but a street you have to cross to go from one college or university to the other. It is an extraordinary resource.

Indeed, all of Newark's neighbors are linked to the city as the region's economic engine. It's important to understand this symbiotic relationship Newark shares with neighboring suburbs. As Newark grows stronger each day, Essex County and the Northern New Jersey region rise together, like ships with the tide. For example, Newark's seats of government, health care, and higher education infrastructures support the entire region, as do Newark's commerce, water and transportation networks.

In Newark, leaders too often have reacted to problems with no vision. Some have developed policies in reaction to some problem, rather than in response to a shared vision. Everything is in place here in Newark; but there's got to be a psychological change. For the future, we should ensure that the cooperation, coordination, and assistance to the development of our city is well supported and well guided by the extraordinary talents of these four institutions.

On December 12, 2001, The Council for Higher Education in Newark (CHEN), The Newark Alliance and the Mayor's Office conducted a summit conference on the future of Newark to shape a powerful vision for Newark in the year 2011. Organizers determined that by then, Newark shall have evolved into a world class destination. The vision for Destination: Newark, Year 2011, is now clear: The seeds of

Newark's "college town" identity lay in its multicultural vigor, in the University Heights neighborhood CHEN's higher learning institutions call home, and in the development of other safe, sustainable neighborhoods, including downtown. Meeting its potential for world class leadership in science and technology transfer, Newark will be fertile ground for business development, plentiful jobs for well-trained workers, highly efficient municipal functions, and the necessary corporate investment in the city. Residents with greater disposable incomes will fuel Newark's retail markets, growing a shoppers' Mecca that will sustain Newark's strong, stable tax base.

At the conference, eight panelists were asked to speak on Newark's potential as an economic engine and a magnet for the tourism, technology and scientific industries, about success in forging strategic partnerships, of enriching Newark's community through education excellence, better housing stock and aesthetic appeal, and regarding other attractions for middle class families.

The following overview gives a title and position for speakers on Newark and on CHEN itself. Additional Commentaries were prepared in the months that followed the CHEN Summit.

Visions for Newark

In Vision, Newark Mayor Sharpe James says that in 2011 Newark will be among the most accessible cities in the region, a college town that helps promote small businesses, middle-class home ownership, and upscale amenities, from caviar to convenient shopping hours. A "cutting edge" center of education and research, Newark will be home to the thousands of bright students who are becoming

the country's leaders. It will be healthier thanks to City Hall's joint efforts with Newark's first-rate hospitals. It will cultivate gains in racial and ethnic diversity. Two first-class performing arts centers and two professional sports venues will trumpet Newark's status as a prime sports and entertainment power. Improved quality of life will encourage more people and businesses to relocate, seeking the greater safety, neighborhood beautification and sanitation offered by Newark.

In New Jersey's Focal City, Star-Ledger Publisher Linda Dennery says Newark is destined to ascend once again given the natural advantages of its geographic location, inventive and creative spirit of its citizens, and its long and significant role in our nation's history. She agreed with James that what is needed to bring all of that together and move toward a better city is a collective vision, promoted by key people and groups willing to work together.

In An Economic Engine, an Intellectual Reservoir, Newark Alliance President-CEO John Petillo Ph.D. says Newark must develop a collective vision that includes feedback from everyone including community organizations, developers, colleges and universities. Partnerships among the City's "players" are essential to seeing this vision become reality. Newark must recognize its advantages as an inner city and take stock of – and then fully utilize – its assets. Newark's future should focus on not only rebuilding the city physically, but also boosting employment opportunities for and the entrepreneurial drive of Newark residents.

In The New Economy and the Digital Divide, NJIT President (2001) Saul K. Fenster Ph.D. says Newark is fast becoming more reliant on

knowledge and technology rather than manufacturing, and so we must prepare the city's workforce with the appropriate skills to address this reality. Those who are charged with educating the city's future workforce – teachers and educators – must be made aware of the global implications of their efforts as it relates to empowering people for the future. Newark is uniquely positioned in the center of a regional cluster of innovation, and should keep building upon the assets that help keep New Jersey at the forefront of economic and technology-based development.

In Center of Transportation for the Region, Port Authority of NY/NJ Policy and Planning Director Cruz Russell says the importance of a well planned and effective transportation infrastructure to Newark and the larger region cannot be underestimated. Given its connection to the airport and seaport, Newark's role in regional transportation is critical and recognized by the Port Authority NY/NJ.

In The Measures of Progress: Reaching Destination Newark, Rutgers Distinguished Professor Clement Price Ph.D. addresses the questions, "What should a livable city look like?" and, "How can its progress be measured?" For one thing, civic partnerships in Newark have arisen to reflect the City's diverse constituencies. At last, the transformation of educational institutions and ethnic politics since the 1960's have nurtured a diverse leadership that sets our era apart from our less fortunate, less wizened forerunners. Newark's higher learning institutions perform a key role in Newark's economic, civic and cultural plans, having implanted the qualities of a college town.

"All of Newark's neighbors are linked to the city as the region's economic engine. It's important to understand this symbiotic relationship Newark shares with neighboring suburbs. As Newark grows stronger each day, Essex County and the Northern New Jersey region rise together, like ships with the tide."

"The vision for Destination: Newark, Year 2011, is now clear: The seeds of Newark's "college town" identity lay in its multicultural vigor, in the University Heights neighborhood CHEN's higher learning institutions call home, and in the development of other safe, sustainable neighborhoods, including downtown."

CHEN's Role in Progress

In *CHEN: Four Anchoring Institutions of Higher Learning*, **Essex County College President A. Zachary Yamba Ph.D.** says CHEN's initiatives have been and continue to be a major and significant catalyst for the city's renaissance. As a whole (and individually), CHEN's member institutions recognize and embrace the city's multiculturalism and rich diversity, and will continue providing an environment that promotes and enhances this aspect of Newark. The ongoing activities of the CHEN institutions exemplify the spirit of partnership and collaboration that is indicative of the tremendous potential for the city's future.

In *CHEN: A Stimulus for Economic Growth*, **UMDNJ President Stuart Cook M.D.** says that while CHEN's original goal was to develop multi-disciplinary centers of excellence for studies in the humanities, the sciences and technology, CHEN has evolved into a dynamic academic complex with a multiplicity of high quality educational and research programs. CHEN has become a major asset to the City of Newark by stimulating economic growth and development. Dedicated faculty members, administrators and staff at CHEN have built strong linkages with the local community, the broader region, and the entire state in an effort to improve the quality of life in the community. CHEN exerts a strong, sustained and measurable impact on the state's economy, and particularly within Essex County and the City of Newark, both in direct support and through taxes paid by employees.

Vision

I would like to thank the colleges and universities of Newark for their partnership in this summit and their daily efforts in support of Newark. We would not be here today if not for the five colleges and universities in Newark. All too often, they go unnoticed. All too often, they do not receive their full due for what they continue to do for New Jersey's largest city, for the region, the county, and our state. So I thank our colleges and universities, and their outstanding employees, faculty, and students.

Today, we are gathered to address the question: What is Newark's future? What is our vision of Newark 10 years from now? Where do we see our city, our institutions, and our people?

Predicting the future is never an easy process, and the events of September 11 have made it even more difficult.

These events have created increased fiscal burdens and deficits on our city as we struggle to meet both our responsibilities to protect our residents from further attack and our continuing responsibilities to provide our residents with vital services at the least possible cost to the taxpayer.

Yet through it all, we have maintained our belief in Newark, our dedication to our neighborhoods and our residents, that has enabled us to turn Newark around in the past 16 years. We built the New Jersey Performing Arts Center! We built the Gateway Center! We built the Newark Bears and Eagles Riverfront Stadium, bringing minor league baseball and a league championship back to Newark after 50 years!

We demolished our outdated housing projects and replaced them with new townhouses! We built affordable and market rate housing in every neighborhood in the city! We built the

South Ward Industrial Park! We opened a train station at Newark Liberty International Airport, so that you can travel directly by train from Manhattan to the plane! We expanded Newark Liberty International Airport to become the busiest in the region!

We brought major corporations like Blue Cross/Blue Shield, IDT, and MBNA to Newark! We renovated historic office buildings to accommodate the new electronic economy, and became one of the most "wired" cities in the nation!

We built partnerships between private sectors and public sectors to advance economic growth, build new markets, create jobs and opportunities, and bring investment and development into all of our neighborhoods! We cut crime in Newark by more than 53 percent in five years! We built new firehouses and a new Emergency Command Center! Our Housing Authority went from "worst" in the nation to "first" in the nation!

Thus has Newark become America's "Destination City," as we continue to expand Newark Liberty International Airport and our transportation infrastructure and links.

So we have, in the past 16 years, defied the projections and predictions of the nay-sayers.

Now we are tasked again when we look into Newark's future.

We have a vision. And I am here to share it with you. It is as clear and solid as the foundations of our buildings, and as energetic and diverse as the lives of our residents.

First, as I have often said, we see a Newark emerging that will be an economic engine for all of Northern



**Hon. Sharpe James
Mayor
Newark, New Jersey**

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All too often they have not received their full due for what they continue to do for New Jersey's largest city, for the region, the county, and our state"

"We see a Newark emerging that will be an economic engine for all of Northern New Jersey, in the way that the casino industry drives South Jersey. Newark will insure North Jersey's survival, growth, and stability."

New Jersey, in the way that the casino industry drives South Jersey. Newark will insure North Jersey's survival, growth, and stability.

This stability and growth is being achieved through the second largest municipal infrastructure improvement in America. The question that all businesses and developers are asking now is: "Where is the transportation?"

We are answering that question. With our federal, state, and county partners, we are rebuilding Highway 21, and unscrambling the connection to Interstate 78 and Route 24 at the south end of Broad Street. When this massive project is completed, you will be able to drive down Broad Street to connect with I-78, Route 22, Route 24, or the New Jersey Turnpike with ease. The inconveniences our visiting motorists suffer when they drive in and out of the city will disappear.

Furthermore, we are repairing, rebuilding, or improving our city's roads, highways, and bridges, including the widening of Route 21. First they said we could not build a Performing Arts Center in the City of Newark, calling that "an impossible dream." Now the patronage is so heavy at New Jersey Performing Arts Center that we have to widen Route 21 to help Larry Goldman and his NJPAC team.

If you have not been on the "train to the plane," you are missing the eighth wonder of the world. You should just go to Newark Penn Station, board an Amtrak train, and go to Newark Liberty International Airport, at our new station at Haynes Avenue. You don't have to walk, or cross streets. It connects. Only in Newark does that exist, and we are so proud of that.

We have also developed a \$1.5 billion expansion at the airport, along with expansion and dredging of Newark Seaport. Hyundai, the Korean car-maker, after looking at Savannah, Baltimore, and Philadelphia, chose Newark as the place to bring in

100,000 cars a day. All of that makes Newark a destination.

We are also a destination for learning. We have more students than New Brunswick, yet no one would ever say that. More students are attending college in Newark than New Brunswick, which we think of as our academic capital! Newark is a college town!

Several years ago, we went to New York and relocated 17 scientists who wanted to start a biological study center here in the City of Newark. Now, you can go over to Warren Street, where taverns used to be, and homeless people slept on the sidewalks, and see Science Park and the Public Health Research Institute, where some of the greatest scientific minds in the world are studying ways to fight diseases, including bioterrorism. They are providing our world's billions with hope in the battle against disease and bioterrorism, our residents and students with jobs and opportunities, and our city with luster and importance as a center for scientific research.

When we began to develop the New Jersey Performing Arts Center, the impossible dream and great work of Larry Goldman, we said at the time that we would never have a performing arts center at one end of Broad Street that was thriving, and another one at the other end that was dying.

We were determined to defy the critics' view that we would have a white Taj Mahal in NJPAC at the northern end of Broad Street and a dying African-American Symphony Hall at the southern end of Broad Street.

We defied the critics, and created a harmonious whole, with two thriving arts centers at opposite ends of Broad Street. We are proud of New Jersey Performing Arts Center, and just as proud of our renovated Newark Symphony Hall.

We have built a baseball stadium here in Newark, and after two years in the stadium, the Newark Bears are North Jersey champions of the Atlantic League. A new rainbow generation of Newark Bears has honored the legacy of the 1937 Newark Bears and the Negro Leagues' 1946 Newark Eagles by becoming champions.

And soon, we will build our 18,000-seat state-of-the-art arena that will host the New Jersey Nets and the New Jersey Devils and also about 258 events a year.

The boat show, the rodeo, the Ice Capades and the circus, all of them will come here to the City of Newark. Imagine 18,000 people spilling out of 258 events each year, shopping in our stores, dining in our restaurants.

Imagine the excitement and revenues generated when our New Jersey Nets host the Los Angeles Lakers and Newark native Shaquille O'Neal in the NBA Finals. Imagine the excitement and revenues generated when our New Jersey Devils win the Stanley Cup on Newark's home ice. Imagine the worldwide excitement and revenues generated when the 2012 Summer Olympics basketball games are held in Newark, games are held in Newark and America's "Dream Team" takes the home court.

We see a future where there will be a significant increase in job opportunities at all levels; where an economic boom creates jobs and housing construction creates jobs.

We see a future where five hospitals will join with our Department of Health and Human Services and create a more meaningful and effective war against lead poisoning, against HIV/AIDS, against heart disease, against diabetes. We see a future where we will offer a full program of immunization and a full program to promote both physical and mental health.

We envision the development of strong small businesses as an anchor in our neighborhoods, and we cannot achieve this future without neighborhood stabilization. The catalyst for neighborhood stabilization is small businesses who hire people locally, where you can go for services. This creates a stable neighborhood. We must remember that our small businesses, as a whole, hire more than Blue Cross and more than Prudential, and they do their hiring in their neighborhoods.

We have a vision of new commercial strips with retail stores that will rival suburban shopping malls. I want to build shopping stores and commercial malls down Broad Street to rival those in Short Hills and Livingston, so that we can retain people in our city, and turn those dollars over in our city.

We see Newark increasingly as a college town, with new campus dormitories to enhance student life and activity. The fight for "full-time enrolled students" will be won by those colleges and universities that build dormitories here in Newark. That is how you win the competition for students; you will have to build and maintain attractive dormitories here in Newark.

We see a future with improved municipal services. Newark cannot have its ice cream and cake. If we bring more people, more businesses, more activities, we have to improve our delivery of services to meet the increased demands, the increased requests, the greater hue and cry.

We must have beautification efforts, more police, more security, and more downtown parking. We will rise to this challenge of doing more and providing more as more people, more activities, and more students come to the City of Newark. We welcome this challenge.

We see Newark with a new and developed waterfront along the Passaic River. If you look at the new FBI

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'We see a future where five hospitals will join with our Department of Health and Human Services and create a more meaningful and effective war against lead poisoning, against HIV/AIDS, against heart disease, against diabetes... a future where we will offer a full program of immunization and a full program to promote both physical and mental health.'

building on McCarter Highway, you will see that three more buildings have already been signed to go up next to it. This is but the beginning.

Move over Baltimore, move over Norfolk, Virginia, as Newark's waterfront development rises with those. By 2012, residents and visitors to Newark will be sailing on boats along the Passaic River, or visiting stores and shopping centers. We are making the Joseph G. Minish Historic Passaic Riverfront Park a reality, connecting our residents and visitors with the Passaic River that brought Captain Robert Treat to his destination in 1666.

Let me say something that no man stands in front of a group and says; as we slow affordable housing and stress market rate housing in order to achieve a middle class in the City of Newark, a new Newark will emerge. No longer can Newark continue to build only for the poor.

If this City is going to be viable in 2012 and after, there is going to have to be a racial mix and an economic mix. And that means we are going to have to build more and more market rate housing, including some penthouses, and bring some people to Newark who want – and can get – caviar at midnight.

And so as I end, I recall how historian John Cunningham has written and talked about a changing Newark that continues to re-invent itself. In the beginning Newark was an industrial giant. The Morris Canal led to Newark. All roads – then as now – led to Newark. Then Newark began to change. The media have called Newark a transportation hub. We can now call it a college town.

But the key thing about Newark: it is the largest city in New Jersey; the third-oldest major city in America behind Boston and New York; founded in the year 1666 when the brave Captain Robert Treat put about 32 people on

three boats and sailed down the Long Island Sound, and came into Newark Bay. They found the Passaic River, and landed on the shores here at Founders Park, which is directly behind NJPAC. Capt. Treat came ashore and said this is the good life. Here, the good life.

This city continues to change. This city continues to re-invent itself. And with the outstanding talent in this room, the outstanding talent from our colleges and universities; and with a government that will rise to the occasion, this city which continues to re-invent itself will become the premier city of New Jersey, will become a city of destination all over again. Not in Newark because you are going to work; not in Newark because you are attending one of the colleges or universities; not in Newark because you are going to the airport; not in Newark because you are going to Penn Station, but you are going to Newark because it is a destination.

I'm going to see a performance at NJPAC. After that I'm going to a basketball game at the new arena. And after that, I might go to a discotheque and burn some calories. And after that, I may go to Je's Restaurant for some breakfast and start my day all over again. Not by accident, but coming to Newark as a destination.

Thank you very much.

New Jersey's Focal City

Good morning. I am a relative newcomer to Newark. Though I have lived here almost two years, I come most recently from Louisiana.

You can tell by my accent that I am not from the Northeast, though I was raised in Philadelphia; so I am not all that far from "home." I want to talk to you today about a personal piece of Linda Dennery – that is, I consider myself a junkie. I am what you might call an "urban junkie." I love cities!

I grew up in Center City Philadelphia. I lived in New Orleans right on St. Charles Avenue with the street cars rolling by my home every day of my life, 24 hours a day. There is nothing, absolutely nothing, to touch the energy, creativity and excitement of a city. New Jersey needs a focal city, and it has to be Newark.

Unmistakably Newark. There is no reason to consider it being anywhere else. Newark exists here because it is an area prime for real estate: and as a prime location, it's terrific. And, since I have been here I have become a real devotee of this city. Not just because of the locale, but because of the people. There is an extraordinary level of energy here, and frankly that came as a big surprise to me two years ago.

There is something going on in Newark I call the "pinball effect." The pinball effect is definitely at work here. When you play pinball, you pull the lever, and that pinball starts moving. You flip levers and things start to touch each other. Unexpected things happen. Often what happens is real serendipity, and then you score. And that is what is happening here.

You have an enormous opportunity to take advantage of the synergy of the people. Looking around the room – this is a wonderfully diverse group of people who all managed to come out

at this early hour of the morning because you *wanted* to be here. Because, particularly after the events of September 11th, we all feel a much deeper commitment to each other and to the future. I think that is part of why this group has grown in size. Just having visited "Ground Zero" on Monday, I'd like to share an experience I believe is relevant to our discussion this morning.

I was on the twelfth floor of a building that overlooks Ground Zero, looking out at the site. This was my third visit and I wasn't looking forward to the experience, knowing it would be emotionally fraught. But *this time* it looked to me like a beginning. There has been so much work done clearing the site, and *now* it is beginning to look more like a construction site than a disaster site. And after staring at it for three or four minutes, because you just can't do anything else, I felt encouraged for the first time because I could *imagine* the rebirth of something wonderful.

Something going on there *matters*. And there is something going on *here* that matters in the same way. There is a history that is both glorious and difficult. And there is a turning point, and I think we have passed it here in Newark. People have come to grip with the need to insist on a positive future. That's what you just heard. You just heard.

I also want to talk a bit about *ingenuity*. New Jersey, as I have learned, has a great history for inventiveness. More inventions and inventors have come out of New Jersey than anywhere else in the United States, and therefore the world. There has got to be a reason for that. We don't know if it's in the water; we don't know what it comes from. But, there is definitely this creativity that exists here. We have had it in the arts,



Linda Dennery
Publisher
The Star-Ledger

"New Jersey needs a focal city, and it has to be Newark.

It's unmistakably Newark. There is no reason to consider it being anything else. Newark exists here because it is located in a prime area for real estate, and as a prime location, it's terrific."

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we have it in our music for generations, and we've had it in our architecture, which is magnificent. Anyone who is a student of architecture has great respect for the history in the community of Newark.

There is a history here of providing beauty in open spaces. I haven't seen anything in my life like the cherry trees blooming in Branchbrook Park. It is breath-takingly beautiful. The park is an urban oasis. It is a haven for the people who live here in this city.

We have wonderful things going on with regard to our transportation and the way people feel when they are coming and going and spending time in this town. If you have been to Newark Penn Station of late, you've noticed a remarkable change. Stop at that little café; it's *good*. And, Mayor, I have ridden the train to the airport. The system works and people love it. And if you happen to be in New York Penn Station, people there want to know all about it. For the people who want to know how it is, I say, "Take a ticket and ride. It's fun."

We need to ground ourselves. For too many years people here have not felt a strong sense of place, a sense of *belonging* to this geographic center. That sense is being enhanced now. Many people are passionately *committed* to this city and the *future* of this city. This is a wonderful thing. But I know from my experiences in other cities that significant change does not happen without people with vision imagining what can be.

You have to know where you are going – that's an old saying – in order to get there. You have to know what the city will look like in order to build it. You have to believe it can happen and you have to commit the resources to make sure it happens.

Our urban centers of glory are also centers of grit, "true grit." The kind that makes things happen. We need that kind of grit here.

An Economic Engine, an Intellectual Reservoir

There is a scene in the story "Through the Looking Glass" where Alice, lost, approaches the Cheshire Cat asking for directions.

He looks at her with his cunning smile and says 'that depends upon where you want to go'.

Well, Newark is there now. Where do we want to go?

For two decades the City government has sowed the seeds for redevelopment. In numerous instances that seeding has been harvested. I myself while stewarding two entities have benefited from the City's determination to facilitate a renaissance. Today, because of the City's facilitation the Seton Hall Law facility and office tower and the BCBS Building are here in Newark.

In the same vein, we could all reference several other commercial and residential projects. I mention this at the outset lest any of us forget that today's opportunities for rebuilding and renewal have been built upon foundations constructed during these past 20 years.

Now however is the time for all of us to be collective in our thoughts, energies, and resolve? The time is now. The opportunities unless seized will fade. Inevitably we will see many new faces emerging upon the scene. As a community we should welcome them not with suspicion but with an invitation.

It is an invitation to join with others to discuss, reflect, and identify where we want to go. Today we have organizations with the best of intentions and with the best results working in this city.

So as not to slight any one organization I will refrain from being singular in my comments. Yet we all know their names. Each of them has supporters and detractors. If we are to seize the moment that is ours, our criticism must be constructive. With these opportunities before us, we must encourage and affirm those community organizations, developers, churches, labor, businesses, and others, that their thoughts are vital to our growth.

That invitation, however, should not be construed as a license to criticize the process when the consensus fails to accept a particular point of view.

Some here may now feel that I have not included the institutions of higher education in the preceding list.

These are institutions that are an enormous intellectual resource to the city, its government and its neighborhoods, to the corporate community, and to the school district.

Later today an economic impact study of these institutions will be distributed. It clearly reports the substantial contributions being made by them on an ongoing basis.

Nonetheless, I am speaking far beyond that quantifiable report. These institutions are part of the collective resources that should be involved in the city's phoenix. They possess resources that should be leveraged.

Granted that already these institutions have programs in the broader communities that are legion, my encouragement and inclusiveness extends beyond the in-service and internships roles. I am suggesting and encouraging the institutions to assume even greater leadership roles –where



**John Petillo, Pb.D.
President and CEO
The Newark Alliance**

"These are institutions of higher education that are an enormous intellectual resource to the city, its government and its neighborhoods, to the corporate community, and to the school district."

“Newark must be clearly seen as a destination; an economic engine; an intellectual and cultural reservoir.”

individually- or collectively they become the catalyst for change.

The Science Park development is a wonderful example. From their own success, other partnerships can burgeon.

At the same time, it is essential that the corporate community come to a fuller understanding of the wealth and leverage of the intellectual resources within these communities.

The corporate community through its social, philanthropic, and investment efforts dedicates millions of dollars each year to this city through community agencies, institutions, and neighborhoods.

Here and now is the time for exploring opportunities for partnerships. But like any partnership the respective communities need to get to know one another's interests, skills, and resolve.

A consulting firm founded by Michael Porter has conducted numerous studies, which suggest certain unexploited competitive advantages for inner cities:

1. Urban areas have as core hubs of transportation and communication.
2. Opportunities are there for urban companies to provide outsourcing for regional industries.
3. Substantial purchasing power for an under-served local market that can support more retail and service businesses.
4. Entrepreneurial potential because of a stable and underutilized workforce.

These characteristics, which we can easily identify within Newark, bode well for us now. They are characteristics that create opportunity for inner city investing. The best way to capitalize on them is if we collectively know where we want to go. What do we want to look like?

Newark must be clearly seen as a destination; an economic engine; an intellectual and cultural reservoir.

There must be energized efforts to develop and prepare its residents for the workforce that is needed.

The residents and neighborhoods must be part of this growth process. As schools are designed and built, the vision must extend beyond the footprint of that school facility. As homes are constructed or renovated, space for the community must be considered. With the abundance of construction across the city, minority companies – not simply minority jobs – must now be a priority.

With the four unexploited competitive advantages mentioned before, there certainly is the opportunity for the communities within this city to profit; socially and economically. If partnerships are to be real then these development opportunities must be driven by the goal to increase the capacity of minorities in wealth and skill. Such partnerships cannot be designated as social welfare or investments.

Today's Mayor's Summit could be a beginning to modifying our lexicon. It may be time for a more inclusive language of engagement.

Words like *partnerships* replace fiefdoms. *Participation* and *ownership* become more comforting than notices and criticism. Urgency is defined as motivated by a spirit of excitement, and not due to bureaucratic delays and time frames.

The New Economy and the Digital Divide

John Petillo talked about the distinguished Harvard Professor Michael Porter, one of my favorite people, and the issue of K-12 seamlessness to higher education. I have probably mentioned University Heights Science Park and the issue of reputation.

But first of all with respect to income dichotomy, we just simply have to recognize the fact that we have in this century a new economy where we call on people to have new and heightened skills in areas that they simply lacked before. Now, because of the Digital Divide, the issue is greater. That is to say the Digital Divide has widened.

Earlier, we spoke of Newark as an industrial city and know it is now migrating towards another kind of city, which is even more knowledge-dependent. I just want to emphasize the fact that Newark and New Jersey produce more goods than we ever produced before . . . we just produce them smarter. We deliver more in the way of health services than ever. We just deliver them smarter. In fact, New Jersey as an agricultural state, which you sometimes forget, produces as much agricultural product as does the country, only we produce it smarter. So the question is this: What kinds of people do we need to have in the educational pipeline, starting at kindergarten or before, through the universities, to meet the challenges of what the new economy requires?

That's really the challenge for us. I always feel that when we write curricula, whether we do it in the universities or whether we do it in the K-12 system, we are writing curricula for some other educational challenges and not for the current challenges. And so I think that this is very much a part of what we need to talk about.

The income dichotomy is going to continue unless we deal with the issue of the educational pipeline. And the people in the CHEN group, the organizations, the pre-college programs, cooperation with the K-12 systems (which has been more robust and can be even more robust), the building of alliances (such as University Heights Science Park), these associations go a long way to preparing the workforce of today, let alone the future.

I would just like to point out to you that jobs like machinist, health professional, insurance, banking, engineering, software, modern agriculture, manufacturing, management, accounting, marketing, teaching, being a physician, a nurse – all of these jobs are 21st Century jobs that require acute skills in math, science and communication. There is no question about it.

And, for what jobs are we preparing people? And, do our teachers and counselors in the entire spectrum – I'm talking about K through Ph.D. – understand what kinds of requirements are needed in this economy, let alone the economy that will evolve next week?

Well, I'll tell you frankly, I don't think we are moving fast enough. I think we are talking a great deal. This is an admonition to our CHEN colleagues and anyone who is engaged in this business: That our product is not process.

We are so consumed with process, we fail to realize that if we let 10 years go by, or 20 years go by, to modify a curriculum and to generate people who can pass tests, we have lost a generation – or a generation-and-a-half. I have real apprehension about that.



Dr. Saul K. Fenster
President (2001)
New Jersey Institute of Technology

"We just simply have to recognize the fact that we have in this century a new economy where we call on people to have new and heightened skills in areas that they simply lacked before. Now, because of the Digital Divide, the issue is greater . . . the Digital Divide has widened."

"Earlier, we spoke of Newark as an industrial city and know it is now migrating towards another kind of city, which is even more knowledge-dependent.

...Newark and New Jersey produce more goods than we ever produced before. We just produce them smarter. We deliver more in the way of health services than ever. We just deliver them smarter."

I do want to indicate Michael Porter's concept, it's called "Clusters of Innovation." I do want to indicate that we should look at our economy regionally. That Newark, New Jersey, is at the center of a cluster of innovation. And there is no cluster of innovation in the United States that I know about – and clusters are Silicon Valley, San Diego, North Carolina; they exist throughout the United States – there are no clusters of innovation which exist outside of the existence of a robust research university system, complimented by community colleges. It just doesn't exist.

And we have these four institutions, so we have at least one component of a cluster of innovation. They are job generators.

Another component are industries that want to work with one another. And we have that. And, if we just think of this region as a focal point, and Newark, New Jersey, as a focal point of a cluster of innovation – take the pharmaceutical companies for example. I have a nice slide, which shows all the pharmaceutical companies, it shows the research universities, and of course, here is a "Silicon Valley."

It is a "Silicon Valley" that is really more robust than Silicon Valley.

It has five research universities (three of them are located in the City of Newark). NJIT, Princeton, Rutgers, Stevens, UMDNJ – hundreds of millions of dollars of research, and you have all of the data in the CHEN Economic Impact Report. It has R&D Labs; it has military labs; it has a transportation hub that will become second to none. It has the Port Authority, and I might say the work of a center – which is housed at NJIT – called the International Intermodal Transportation Center, to try to integrate all of these transportation assets. So this corridor in fact becomes a job-producing economic corridor – which is absolutely crucial – not only a place to move people and to move goods and to trans-ship, but a place where jobs are produced. Not simply a

place where we ship things from one place to another, but where invent it, we produce it, and we ship it to the world.

High-tech firms – we have them in the corridor. Pharmaceutical companies – we have them in the corridor.

Interstate transportation modalities, the New Jersey Turnpike, the Garden State Parkway, the railroads, the airport – we have them in the corridor. So we have the ingredients, which are absolutely crucial and which other localities and other states regard with envy.

We have them here. So what's missing – and we are developing it rapidly – is this key word: reputation. We have got to be working it, enhancing it, and we have to be working on increasing investment!

My assignment was related to demonstrating that we were the State's Premier City in Science. Well, this is a city where we do neurosciences, micro-electronics, nanotechnology, computational biology, and medical/biological informatics, biotechnology and so on.

This is the city where all of this is going on: where businesses are being created through incubator facilities; in fact, this is the city where the incubator movement in New Jersey started. We started it way behind the other states. We have something on the order of four dozen businesses incubating, and with some buildings that are being built now where we will have 80 or 90 young technology businesses hatching in the City of Newark, producing new jobs.

So, we are putting it all together. But, what we've got to do in the government sector – and I guess that includes many of us in this room – is we all have to learn to work at the speed of business.

We have to learn that process is not the product. The product is higher-income jobs, goods, contemporary and challenging curricula, building of new infrastructure and better-prepared students – this is what we need to do. I

am very optimistic that the critical mass has, in fact, been secured, or it is almost there.

Just a little anecdote about the Performing Arts Center, when Governor Thomas Kean's administration employed a consultant named Carl Shaver to locate a performing arts center in the State of New Jersey. Some of us are always in the selling business, Mayor – you and I, Larry Goldman, the CHEN people and everyone in the room – and this is an important point – to enhance reputation.

Carl said that his choice was Newark because he believed that Newark offered the possibility of being New Jersey's only beautiful city. I was taken with that.

I asked Carl what those attributes were that made it such a beautiful city. And I know that New Jersey Commerce Commissioner Rev. William Watley will appreciate this: He said first and second of all, it was the infrastructure of churches.

When you took down the old buildings, the buildings that should not be preserved, what you have is this wonderful infrastructure of churches. Look at old etchings of the city and you see magnificent churches. And now we are building around that infrastructure of churches and universities – what a wonderful history.

And so the New Jersey Performing Arts Center was chosen to be in Newark – what a wonderful location. And what a great choice it was. We are not only building the center of arts and sciences, and wonderful living and employment for people, but we are also building a beautiful city. There is great satisfaction in building a beautiful city.

"Here is a 'Silicon Valley' ... that is really more robust than Silicon Valley. It has five research universities (three of them are located in the City of Newark). NJIT, Princeton, Rutgers, Stevens, UMDNJ – hundreds of millions of dollars of research, and you have all of the data in the CHEN Economic Impact Report."



Cruz Russell
*Director of Policy and
Planning*
**Port Authority of New
York and New Jersey**

“What transportation means to this region is going to be the critical driving force over the next 10 years as far as what we experience in terms of growth and opportunity. It will be central to that agenda.”

Center of Transportation for the Region

I think all of you are aware of the practicalities and the significance of the September 11th event as far as the Port Authority family is concerned.

And I think it goes without saying for all of you the family is extended and a part of the thing that we are all about. And I know that you understand the practicalities of what it is that we have been up against.

Today is a good point of departure from that as far as I am concerned. First off, because we are at the three month mark in terms of the actual event. But then, additionally, because of some of the things that have played around the role of the Port Authority historically and what it is the Mayor and the rest of you are trying to do here today.

I am honored to be here and I think this is a wonderful opportunity to discuss some of those things that play around the issues of transportation and infrastructure and the way in which they affect this community as well as the region as a whole.

Speaking of the City of Newark, first I look to the Mayor in terms of the ongoing role and affirmative relationship the Port Authority has had with the City of Newark over the last years.

I know, from the Mayor's perspective there is an opportunity to do better.

We on the revenue side have some things to do and additionally in terms of the things that have to do with the infrastructure that we put in place. Making a match between what goes on at the Airport and the Seaport and how it impacts on the City of Newark is a high priority for the folks at the Port Authority as well as for you, and I know that.

A couple of points just to keep in mind as far as the discussion I will bring to you today. The events of September 11th had their impacts on the City of New York, but quite clearly they have regional significance. Midtown Manhattan was the largest and most effective central business district in the United States, and before September 11th the downtown area was third. Twenty million square feet of office space was lost along with the lives of thousands of individuals.

In terms of office space, it was essentially the equivalent of Cincinnati, Ohio and Kansas City's downtown areas that we lost, according to one estimate. The way in which this economy functions within our region, not only is it the issue of what happened in Manhattan. But it is the issue of how it has affected Jersey City and has impacted and affected Newark. It becomes critical.

What we are doing is beginning to look at our future. And we are beginning to understand that things will be normal, but they will not be the way they were before.

And that can either portend something that has to do with a very important departure from where it is that we have been in terms of how we look at ourselves and our perspective of what cities represent in the competitions that have been in play. Or, it can mean we have difficulty sort of making that transition. I put my money on the first.

What transportation means to this region is going to be the critical driving force over the next 10 years as far as what we experience in growth and opportunity. It will be central to that agenda.

If you take a look at what is planned and intended by the Port Authority and by the rest of the regional stakeholders on transportation issues then you will

understand the neutrality of the City of Newark and what it means to the region. First and foremost we will be pushing forth a 9.5 billion dollar capital program over the next five to seven years. I say five to seven because there is a fair level of uncertainty as to when this economy begins to rebound and we get back to the business of building in earnest. But it is fair to say that everything that we discussed two years ago in terms of what our capital program was to be about is what it is we intend to build. That means that close to five billion dollars worth of capital program activity will be targeted towards the City of Newark.

That activity will take place at Newark Airport and additionally at our Newark/Elizabeth Seaports, those are great economic generators and multipliers for this community.

First and foremost the port itself, in terms of the bringing in goods into our communities: It provides us with an efficient way to do that. But it also has created somewhere around 166,000 jobs. A lot of those are on the Jersey side and a lot of those are in the City of Newark. They go all the way from the guy that has a truck, to someone who replaces tires, to people who do freight forward and brokering work and they affect our community as a total.

We have won the battle of hub port status. The City of Newark is central to everything that has to do with that agenda. There has been talk of doubling of cargo volumes out of the port and that is absolutely the case. That will mean a richness in terms of employment business opportunities for the region, but we have not yet been able to really quantify effectively in terms of how it spins off and how it impacts others. But it is very substantial.

For our airports, part of the basic story of the success of the transportation within this town, it is important to note that it has never been an airport that has been driven by those things that have to do with the New York economy directly.

A burgeoning New Jersey economy has driven the Newark Airport success story and will continue to do so. And in the middle of that is the service economy that is evolving and beginning to take on great importance as far as the City of Newark is concerned and all of those environments that surround it. This particular asset has an uncountable impact in terms of what we look for as far as the future is concerned. But with five billion dollars being spread between port facilities and the airport, I think that we can note that we have a very positive success story at hand.

As far as the future and what it is that planners look at, I am sort of struck by the idea of what has been discussed: There has been a lot of talk about the Access to the Region's Core, a tunnel project that could cost around \$5 billion.

It has been titled for its ability to take New Jerseyites into Manhattan for employment opportunities, and I suggest to you that, that is the case. As we all know tunnels go in two directions, and the growth and vitality of the region is based upon our ability to provide efficient and reliable access to our markets and to our cities.

I represent an agency that does more than airports and more than seaports. We also run all the Trans-Hudson crossings between New York and New Jersey. What we saw after September 11th was destruction not only of our PATH system and its ability to maintain access to Newark and the Lower Manhattan markets, but also the Holland Tunnel.

And what we saw is that we had to redefine the way we moved goods and people back and forth. And what we found was that the people were more than ready to move to mass transit, and to make sense out of that system, and that's good news again. Because, what it says is the investments that are being discussed are critical as far as the interest of all the communities that we serve.

"Two communities that have had their own transportation success stories, but are on opposite ends of the geography of the region, tend to benefit from what is being discussed, as far as all of these investments are concerned. One is Jamaica Queens, and the other is Newark, New Jersey."

"They form the ends of a spine that speak to a new way in which we can begin to view the markets that we currently manage and run within the region and that is very important, because both communities have had rich heritages in terms of economic vitality and the importance of transportation."

And I would like to offer to you the fact that two communities that have had their own transportation success stories, but are on opposite ends of the geography of the region tend to benefit from what is being discussed, as far as all of these investments are concerned.

One is Jamaica Queens, and the other is Newark, New Jersey.

In effect, what they create is the ends of a spine that speak to a new way in which we can begin to view the markets that we currently manage and run within the region and that is very important, because both communities have had rich heritages in terms of economic vitality and the importance of transportation.

They are also both communities that have had their difficulties over time during the 60's, and are well on the mend and well on the come-back in terms of what it is they mean to the region's economy. And I think that if all of you are locals, you know I speak of communities that are not exactly easy to get to if you jump into your car.

But if you talk about the way in which you can knit together a transportation system, what we will have is communities that will have airports, world transit, effective highway systems and downtown communities that will have infrastructures that can be built beyond the current expectations of most planners.

That speaks to the way in which communities benefit from the development that takes place in the core. New York will not in any way diminished in terms of its capacity to create and generate wealth within our region. We still to this day have a dichotomy where the people who work in New York City make twice as much money as people who work in other areas. That will begin to spread, but isn't expected to change in the foreseeable future.

But that is not necessarily a bad news story because of the growth and vitality of a world community. A world

community creates growth, vitality and activity for the region that it serves.

This is the largest consumer market in the United States, and the most affluent consumer market in the United States. It is also the largest service economy and goods-moving economy in the United States. When all of that comes together there is a phenomenal opportunity for success and a phenomenal opportunity for growth and vitality.

In looking at some of the economic trends and indicators, while we were a nation about to go into a recession before September 11th, other factors at play have created a recession factor that most economists believe will bring us out of that recession within a year to a year and a half. I think that what we need to be doing is planning ahead.

And, thinking affirmatively about what we can do and how we can begin to address issues. So we at the Port Authority in terms of monies we have put forth, believe that we are on the right path. I think that in a lot of ways, the ways in which mix together with which other elements of your economy have been discussing entirely becomes critical.

So, what I say today is that you have our word that we will be working with you and I think that what we are looking for, which is something that is a part of what has been the evolution of the agency over the last four to five years is a more substantial dialogue with our partners and a way to communicate more effective linkages between the transportation investments that we put in place and what it is that the communities that we serve are looking for.

So we look forward to that and any way that we can be of assistance to you, as well as ways in which you know you can be of assistance to us. We would really appreciate that.

The Measures of Progress: Reaching Destination Newark

Historical Notes

What should a livable city in the United States look like?

Should it replicate an early vision of the American city—that of the Puritans who envisioned The City on the Hill, situated close to God's master plan for righteousness in ordered communities of fellow believers?

Or perhaps a later, 19th century vision would be better, that of Africans adrift in America and yet inspired by the Jewish Bible? They thought the city to be a place of freedom. In the Negro Spiritual *Oh, What A Beautiful City*, slaves in a pre-industrial setting thought of cities as havens from the brutality of the countryside where slavery, ignorance and racism produced a powerful brew of American hatred against not just Blacks, but also against other desperate people locked to the land.

Or, for another vision of the city, we could turn to a more contemporary rendering of the city as the epitome of American civilization, the symbol of our better aspirations expressed in architecture, dynamic economic activity and the daily zeal of urban dwellers...the very symbols that were attacked on September 11th.

What should a livable city look like? How can its progress be measured?

These questions, simply put, have never enjoyed simple answers. For most of our nation's history, beneficent visions of cities competed with the realities of city life, places where promise and despair are choreographed by forces beyond the control of civic leaders.

But this much is known: By their very nature as contested places the health of cities cannot be easily diagnosed. As an

example, consider Newark during its golden era, the years between the late 19th century and the end of the 1920s. Civic leaders at the time measured progress through what might be called the smokestack prism.

From their vantage point, unmediated industrial, commercial, and population growth were appropriate indices of progress. Perhaps such unmediated growth should have been seen as progress, but only if the consequences were completely ignored. Such growth, such progress seeded urban ills that ran the gamut, from cheap and overly dense housing for the poor to an all too cozy and counterproductive relationship between business leaders and elected officials.

Progress, then, was both a virtue and a problem to Newark's future over the long decades of the last century.

As we all know, the last century's steady unkindness toward Newark and other old industrial cities was challenged, finally, over the 30 years following the upheavals of the 1960s. To a great extent, that challenge came from a shaky coalition of liberals, conservatives and activists who increasingly turned public attention to the plight and the promise of Newark.

Universities and colleges here were instrumental in sustaining that coalition, I think. While seemingly on the sidelines of Newark's rough and tumble political culture, and the town's racial and ethnic battles, the institutions of higher learning helped to seed the notion that Newark was, after all, a college town. Such a notion seemed to border on the absurd several years ago, when Rutgers-Newark's Associate Provost Judy Brodsky coined the phrase. Now, it is at once a believable premise and a powerful marketing tool for the City."



**Dr. Clement
Alexander Price**
*Professor of History
Rutgers, the State
University of New Jersey*

"The institutions of higher learning helped to seed the notion that Newark was, after all, a college town. . .Now, it is at once a believable premise and a powerful marketing tool for the City."

"The city's early and mid-twentieth century past involved partnerships as well, especially between corporate leaders and political power brokers. The Newark Museum, as an example, emerged out of a public/private partnership"

With their thousands of college and university students, faculty members, and staff employees, higher education institutions in Newark constitute a formidable urban enterprise that we would do well to place at the center of future plans for economic, civic and cultural development.

Indeed, these institutions have already performed an admirable public service through their rather impressive capital improvements, the enhancement of their academic programs, and through their leaders –Samuels, Yamba, Fenster, Bergen and Cook – who are civic leaders of impeccable character and quiet dignity in an otherwise loud city.

We have arrived at an important juncture in Newark's history, one like none other. In the last century, Newark's near great leaps forward were always blunted by the unforeseen –the Great Depression of the 1930s; the Great Exodus to the suburbs of the 1950s, and the riots of 1967.

But our current position as a revitalized city is different than past episodes. First and foremost, far more is known about cities now than was the case just a generation ago. Also, Newark is a very different city than it once was. Whether it's a better city is a contested point, but it is, to be sure, a very different kind of urban place.

Much has been made today of partnerships and that, of course, is a good thing. But partnerships are hardly new. The city's early and mid- 20th century past involved partnerships as well, especially between corporate leaders and political power brokers. The Newark Museum, as an example, emerged out of a public/private partnership. What distinguishes our era from previous ones is the diverse cast of characters fostered by the transformation of ethnic politics since the 1960s and an array of educational institutions.

For the first time in Newark's history, civic partnerships are vaguely representative of the City's diverse constituencies. That's important, I think. Earlier episodes of progress in Newark were well meaning,

but stilted by their cultural and gender exclusivity

Because of the greater diversity of opinions and cultural interests within the emerging partnerships taking shape in Newark, the measures of progress will probably be more contested. And that is good, I think. Newark has for too long ignored the value of contests over economic, civic, and cultural priorities. I propose that we accept the premise that a civic agreement to disagree is an honest engagement of the real nature of our City.

I also think that progress in Newark should be interrogated for its civic value. Recovering from more than a generation of one the nation' most precipitous urban tragedies, we would do well to learn from the early twentieth century—when city officials tilted public policy toward progress without social objectives. In doing so, they left too much of the city without recreational green space; they ignored the fast growing black population; and they breached the public trust by allowing private biases to pass for public policy.

Our times, when Newark can indeed become a destination for urban adventure, need not repeat such clumsy mistakes. From my vantage point, Rutgers, Essex County College, the New Jersey Institute of Technology, and the University of Medicine and Dentistry are forward thinking institutions fully capable of helping the city to steer a steadier course...by doing what they do best—promoting academic freedom, looking at reality from several perspectives, and providing a research agenda for all that we do.

In closing, let me suggest that if we have learned anything about modern cities, it is that they are variegated entities. With that in mind, Destination Newark might best be called Destinations Newark—acknowledging a pluralized urban community that represents a vast array of human needs shaped by the ambitious, if somewhat ambiguous, menu of modern life.

CHEN: Four Anchoring Institutions of Higher Learning

I would like to thank Mayor Sharpe James and the CHEN Presidents for initiating this historic meeting. I would also like to thank you, the Newark Champions, for your continued involvement in the Newark Renaissance and your participation today as we plan for the future and forge new partnerships.

Consistent with this Summit's theme of partnerships, the Council for Higher Education in Newark – CHEN – is an excellent model and living example of what can be accomplished when institutions come together around common concerns.

CHEN is a consortium of the four public higher education institutions in Newark. They are Essex County College (ECC), New Jersey Institute of Technology (NJIT), University of Dentistry and Medicine of New Jersey (UMDNJ) & Rutgers University, Newark Campus.

CHEN has a two-fold mission: The first is internal to the educational purpose of our schools: We work together to facilitate the improvement of student options, through Joint Degree Programs, Joint Admissions Programs, Career Programs and Arts and Cultural Programs. We also seek to develop faculty strength through creating joint research opportunities and expanding teaching opportunities.

And lastly to our internal mission is the development of the College Community through joint improvements to administrative services, like public safety and shuttle bus services.

The second part of our mission is external: That is to improve the quality of life in the surrounding neighborhood by advancing the

College Town: Through Economic, Business and Community Development. University Heights and University Heights Science Park are the most impressive examples of these initiatives.

CHEN institutions have been involved in various other economic, business and community development initiatives as well, including, Pathmark Plaza, IHOP, The Priory Restaurant, HOPE VI Housing Development, New Newark Village, Society Hill, Victorian Heights, Science Park Village and Upper University Heights Condominiums.

Individually and collectively, our institutions have provided a wide range of services to the City of Newark and surrounding community. Our contributions include Day Care Centers, the Wise Women Center and Small Business Support. Our Community Service in health includes, Counseling Services, Clinics, Health Education, and the International Center for Public Health. Individually, and as part of the Pre-college consortium, CHEN institutions provide enrichment programs for thousands of Newark school children. These include upward bound, talent search, college bound technology program, pre-medicine, college preparation and other educational opportunities.

CHEN has been an anchor in the City of Newark for over 30 years. It came to life when the institutional leadership of the four schools decided to embark upon the bold and ambitious plan to transform their immediate surroundings into a neighborhood and their institutions into a resource for Newark residents.

These four institutions have acted as a catalyst for stability and development



Dr. A. Zachary Yamba
President
Essex County College

"CHEN has been an anchor in the City of Newark for over 30 years... the institutional leadership of the four schools decided to embark upon the bold and ambitious plan to transform their immediate surroundings into a neighborhood and their institutions into a resource for Newark residents."

"These four institutions have acted as a catalyst for stability and development in this section of Newark, investing over 1 billion dollars in buildings and equipment, and bringing 40,000 students and faculty into the area who have helped breathe life into a community once depressed."

in this section of Newark, investing over 1 billion dollars in buildings and equipment, and bringing 40,000 students and faculty into the area who have helped breathe life into a community once depressed.

University Heights is what can be described as a "College Town Neighborhood." The four college campuses encompass a wide variety of specialty and general use buildings such as ECC's Student Center and Center for Technology, which are in addition to our two square-block Megastructure.

NJIT is proud of its many research and institutional facilities, like the Otto York Center for Engineering and the Guttenberg Information Technology Center with its virtual classrooms, smart rooms and faculty floor.

The UMDNJ campus offers a variety of state-of-the-art health service facilities that not only fulfill the University's mission, but serve the surrounding community and patients from around the region. One example is the New Jersey Trauma Center.

The Rutgers Center for Law and Justice, which we are currently in, is one example of Rutgers' contribution to the aesthetics of this neighborhood.

In addition to these wonderful facilities and the recreation, instruction and research that takes place in them, it is CHEN residential housing that makes University Heights a neighborhood rather than a conglomeration of college campuses.

Nearly 2,500 students live in the NJIT residential life facility that was designed by famed architect Michael Graves. Rutgers has 700 students living in university housing and there are approximately 250 NJIT and Rutgers' students who live in fraternity and sorority houses. Our students bring social and cultural vibrancy to this neighborhood in addition to their economic contributions.

Of the 12,000 faculty and staff working at the four colleges in University Heights, many live in the city of Newark. Many are homeowners and contribute to making University Heights and the City of Newark the hustling/bustling college town that we envision.

As part of the Newark Renaissance and helping to make Newark a destination, we recognize that the City's residents need to come from all walks of life. CHEN institutions attract a large multicultural population.

Currently, CHEN institutions serve students from over 100 different counties, speaking dozens of languages and bringing with them a wealth of culture, talent and perspectives. This further enhances Newark's untapped unique strength as a multicultural city.

The strength of CHEN lies in the collaborative nature of the institutional relationships. Together, CHEN as a group has leveraged funds, combined resources, written grants, aligned efforts and achieved goals that no single member could attain individually. It is noteworthy to acknowledge that all of this has been accomplished without substantial State or Federal support. This collaborative characteristic is yet another model for what can be achieved in our great city, when we band together in common purpose to meet the challenges of common concerns and interests.

The most recent and impressive collaborative initiative of CHEN is the creation of University Heights Science Park. This fifty-acre project is headed by Dr. Stanley Bergen, Board Chair of Science Park, and Jeannette Brummell, Executive Director.

Science Park will ultimately include educational and laboratory facilities for science research and innovation, space for business incubators in addition to the existing CHEN Building, mixed income housing, open

green space, Science Park High School, and the International Center for Public Health. There are also plans for retail shopping and rental office space. This effort is a true partnership between CHEN institutions. City Government, State Government, Newark Public Schools, and Corporations, such as, PSE&G, Prudential Insurance Company and Chase Manhattan Bank.

Science Park has a three-fold mission: The scientific mission is to foster university and private industry relationships that result in transferring university-based research, innovation and technology with that of private corporations.

The education mission is to prepare Newark's urban and minority youth for careers in science and technology. The realization of Science Park High School will be a major contributor to the educational advancement of many Newark School children.

Lastly, the community and economic development mission of Science Park is to improve the quality of life for Newark's residents by creating employment, educational, housing, daycare and business opportunities.

Through the development of University Heights Science Park, Inc. a non-profit corporation; educational, corporate, and government entities work cooperatively to direct and focus public and private sector resources to reach the goal of creating state-of-the-art research facilities which will promote research and innovation while simultaneously promoting wide range development in the community.

Science Park is an essential component to the City's vision as an epicenter for science & technology. Its development is consistent with the mission of CHEN and the purpose of this Mayor's Summit. Science Park is a true collaborative venture.

How will CHEN partnerships contribute to the Mayor's vision for Destination Newark?

1. With the Development of Science Park and other initiatives, Newark can become a magnet for corporate investment, and a city that fosters innovation in healthcare, science and computer technology.
2. The existence of CHEN has broadened the base of renewal in Newark and expanded the sectors involved.
3. As we create Destination Newark, more CHEN students, faculty and staff will help fuel the local economy by doing their major shopping in Newark.
4. As we attract more of our students, faculty and staff to stay and live here, they will become part of the City's mixed income population. They will bring increased disposable income, which will lead to more jobs and enhance the City's tax base.

The possibilities are endless. Please know that the higher education institutions of Newark are solidly behind the redevelopment of this city and optimistically looking forward to continued participation as full partners in helping to create Destination Newark.

"Of the 12,000 faculty and staff working at the four colleges in University Heights, many live in the city of Newark. Many are homeowners and contribute to making University Heights and the City of Newark the bustling/bustling college town that we envision."



**Dr. Stuart D. Cook,
M.D.**

President

**University of Medicine
and Dentistry of
New Jersey**

"Over the past 20 years, CHEN has evolved into a dynamic academic complex with a multiplicity of high-quality educational and research programs. CHEN has become a major asset to the City of Newark by stimulating economic growth and development."

CHEN: A Stimulus for Economic Growth

When the Council on Higher Education in Newark – CHEN – was established in the early 1980s, the goal was to develop Newark into an important hub of undergraduate and graduate level education. The idea was to establish multi-disciplinary centers of excellence for studies in the humanities, the sciences and technology.

Over the past 20 years, CHEN has evolved into a dynamic academic complex with a multiplicity of high-quality educational and research programs. CHEN has become a major asset to the City of Newark by stimulating economic growth and development.

Dedicated faculty members, administrators and staff at CHEN have built strong linkages with the local community, the broader region, and the entire state in an effort to improve the quality of life in the community.

In the CHEN Economic Impact Report, we identify and quantify the economic and social impact of the CHEN institutions – Essex County College, Rutgers-Newark, the New Jersey Institute of Technology and the University of Medicine and Dentistry of New Jersey-Newark. The report also describes the many ways that the four CHEN schools contribute to the well-being of the community and to its economic development.

- Consider this: Viewed as a business, CHEN would be a \$1.1 billion corporation with 11,800 employees, more than \$480 million in payrolls, and more than 26,000 students.
- As a result of its initial expenditure of \$1.1 billion in fiscal year 2000, CHEN helped generate more than \$2.6 billion in total spending in the State of New Jersey and generated approximately 25,000 jobs.

- As the effects of CHEN's spending were felt throughout the state economy, wages earned by workers totaled more than \$917 million. More than half – \$481 million – represented wages earned by CHEN employees and the rest earnings by workers in various supporting industries throughout the state.

- Capital investment on CHEN campuses between 1990 and 2000 amounted to \$923 million in spending and resulted in 7,843 construction related jobs. Capital investments planned from now to 2005 will cost \$918 million and produce 7,801 in jobs.

- CHEN ranks as one of Newark largest employers. In Essex County, CHEN generates more jobs than the construction, chemical, apparel, printing, legal or engineering sectors. CHEN's direct jobs are nearly comparable in number to Newark's renowned restaurant industry and its mighty insurance carrier sector.

Our research shows that when the full multiplier effect of CHEN's spending is taken into account, CHEN exerts a strong, sustained and measurable impact on the state's economy, and particularly within Essex County and the City of Newark, both in direct support and through taxes paid by employees.

Out all of these rather substantial economic impacts capture only a part of CHEN's overall contributions. There are numerous other, more qualitative contributions, and all these services are critical to the vitality of the City of Newark and to the surrounding area.

Thousands of students graduate each year from CHEN institutions and join the workforce as productive, skilled workers and entrepreneurs. In response to the needs of employers, CHEN institutions

both individually and jointly, have developed and introduced new degree programs in a wide range of areas including health, business, urban affairs, international affairs and science. Significant curricular changes have been taking place in existing programs to reflect society's changing needs and new technologies. In addition, CHEN institutions provide a wide range of pre-college enrichment programs to help increase the number of minority students enrolled at each institution.

CHEN members also provide an array of direct services to benefit the community, such as job training and family support programs as well as an enormous variety of healthcare services.

Through a variety of development efforts and collaborative studies, CHEN helps local and state government in the advancement of regional transportation, telecommunications, high-tech industries, manufacturing, culture and housing.

The City of Newark is gaining economic strength and CHEN is a major power source for its economic engine. CHEN provides two of the critical objectives—higher education and health care—that were cited as crucial to Newark's future growth in the final report of a blue-ribbon panel issued 10 years ago. The task force identified CHEN as an anchor in Newark's economic infrastructure.

CHEN has demonstrated commitment to continued excellence and, in partnership with Newark, Essex County and the State of New Jersey, stands ready to meet the challenges and opportunities of the 21st century.

I'd like to close with a look at two of the projects of the University of Medicine and Dentistry of New Jersey that are providing major economic growth in Newark and in New Jersey.

- In order to accelerate the further growth of UMDNJ, the leadership of the University and its Board of Trustees has developed a statewide

capital construction program. To meet the needs of the Newark campus, the plan encompasses 782,500 square feet of new and renovated space at a cost of \$185 million. This construction will benefit our six schools on the Newark campus, University Hospital, University Behavioral HealthCare and the George F. Smith Library.

- The Newark plan is part of an over-all \$439 million investment by the University in capital construction statewide, the largest construction project in the history of UMDNJ.

If I add the second project, the overall figure jumps to almost \$500 million. This project is the International Center for Public Health at University Heights Science Park. University Heights Science Park – a joint venture of CHEN and private industry – encompasses space for research, technology, business incubation, retail space, housing, a childcare center and a science high school. The International Center for Public Health will create a world-class center in infectious diseases. Housed in the center will be the New Jersey Medical School National Center for Tuberculosis, the medical school's Department of Microbiology and Molecular Genetics, and the Public Health Research Institute, a prestigious scientific organization which is relocating from Manhattan to the new center.

I have provided you today just a brief look at the importance of the CHEN institutions to our local and state economy. In the report that we have distributed, you will find an in-depth look at our contributions.

I hope you will agree with me that these are great days for the City of Newark and the four CHEN institutions. I now turn the program back to Dr. Samuels so that you can hear some of the exciting projects of UMDNJ's sister institutions.

"In the CHEN Economic Impact Report, we identify and quantify the economic and social impact of the CHEN institutions - Essex County College, Rutgers-Newark, the New Jersey Institute of Technology, and the University of Medicine and Dentistry of New Jersey-Newark."

Commentaries



Commentaries — Summary

The Summit on the Development of University/Business Partnerships was a long look at the economy of the city, its direction, and where we are going, and the CHEN institutions are delighted to have been able to sponsor it. Following up on the CHEN Summit has proven thought-provoking to many who have embraced the opportunity to contribute to Newark's bright future.

The following pair of articles were written by two former members of CHEN who now serve as President-Emeritus of their respective institutions. Dr. Stanley Bergen is Founding President-Emeritus of the University of Medicine and Dentistry, and Dr. Saul K. Fenster is President-Emeritus of the New Jersey Institute of Technology.

In University Heights Science Park: A Partnership That Works, University Heights Science Park Chairman

Dr. Stanley Bergen, who was UMDNJ president throughout much of CHEN's history, highlights the genesis of CHEN's Science Park project. By 1971, the potential for the economic development and stabilization of Newark spurred leaders with higher educational vision to take action in the hope that higher education partners could stimulate and support the city's rebirth. CHEN set out to focus their service to the city on employment, vendor contracts and quality of life enhancements for local residents. Together, these schools successfully fostered new programs as a stimulus to new joint educational efforts, and nurtured a commitment to assisting Newark's public schools.

In A World Class Economy Demands a World Class University Infrastructure,

NJIT President (2001) Dr. Saul K. Fenster outlines the case – and the ingredients – for a world class university infrastructure. He notes how CHEN institutions have been a force for progress, and continue to position Newark's regional economy for global leadership in the 21st Century. Excellent education, clusters of innovation and technology transfer must receive meaningful support. This means greater public investment in research, the physical infrastructure, and refocused planning for transportation and regional land use. The synergies within a world class university infrastructure make its region – Newark, New Jersey's – an easy choice as a place to learn, research, invest, and live.



Dr. Norman Samuels

Provost (2001)
Rutgers, the State University of New Jersey—Newark

"Following up on the CHEN Summit has proven thought-provoking to many who have embraced the opportunity to contribute to Newark's bright future."



**Stanley S. Bergen,
Jr., M.D.**

**Chair, Board of Trustees
University Heights
Science Park**

**Founding President-
Emeritus**

**University of Medicine
and Dentistry of
New Jersey**

"Those with higher education vision felt the City was ready for change, and that the hope and future of Newark could be stimulated and abetted by the presence of these four institutions..."

University Heights Science Park: A Partnership That Works

Written by:
Stanley S. Bergen, Jr., M.D.

Although the City of Newark had enjoyed the role of host to a number of higher education institutions, and had benefited from this role over the decades, in the 1950's to 1960's, interest waned in attending college in Newark due to Newark's worsening infrastructure conditions and the lack of attractiveness of any attempt to domicile students in the City. Thus, the higher institutions were known as "commuter colleges."

In 1970-1971, the leadership of higher education in Newark, urged on by the Board of Higher Education and Chancellor Ralph Dungan, began to plan for the future of the institutions located in the City. These included the Newark campus of Rutgers University, the Newark College of Engineering, Essex County Community College, a relatively new entry into the public higher education offerings, and the College of Medicine & Dentistry of New Jersey (UMDNJ), which had recently been renamed by the State Legislature (1968) and public sponsorship assumed from Seton Hall College of Medicine & Dentistry.

With the movement of UMDNJ from Jersey City to Newark, a critical mass of educational activity began to emerge, and was later joined by Seton Hall Law School. Due to the potential for economic development and stabilization of the City, those with higher education vision felt the City was ready for change, and that the hope and future of Newark could be stimulated and abetted by the presence of these four institutions, particularly if they were revitalized and focused on service to the City and its indigenous

population. This service would include employment, vendor contracts, activities to improve the quality of life in the city, and the ability to attract support services and ancillary activities, such as banking and real estate. The Board of Higher Education asked Dr. Deborah Wolff and Dr. William Baker, both board members, to review the status of higher education in Newark and make recommendations as to its possible evolution and contribution to the City's rebirth and development. These two individuals, highly respected and noted for their commitment to higher education and learning at all levels, recommended the development of a "University of Newark."

Following extensive discussion, the Board of Higher Education and the Chancellor did not endorse this approach since it would mean taking at least two institutions from their traditional roots and converting them to parts of a new institution of higher education. Rather, out of these discussions they developed an awareness that there must be greater coordination and joint focus of the four institutions on their role of service to the City of Newark.

Chancellor Dungan gave leadership and provided impetus for this movement by providing funding to encourage cooperative activities among the four institutions and to hire a small staff headed by Dr. James Kelly, who would attempt to coordinate the institutions and foster new programs not only built upon current course offerings, but also as a stimulus to new joint educational efforts. The

contiguous nature of the campuses made this a possible success, and cooperation in operations would provide the basis of these efforts. A day care center soon evolved, planning for a university area within the City – or a city within a city – was considered, and commitment to assisting Newark's K-12 school district began to evolve. Unfortunately, budget constraints in the mid- to late 1970's led both to a loss of the staff of what would become the Council for Higher Education in Newark, and to the collapse, due to the lack of resources, of some of the efforts that had begun. Chancellor Dungan and the Board of Higher Education encouraged the four institutions to proceed on their own in a cooperative venture, and Dr. Saul Fenster, then President of New Jersey Institute of Technology, began hosting monthly meetings of the four Presidents and Provost. Dr. Fenster had the vision of the institutions as economic stimuli for the City.

The group adopted the name of the Council of Higher Education in Newark, met regularly, and evolved into an action-oriented group that repeatedly attempted to work with the Superintendent of the Newark School District, developing after-school programs, summer education efforts for junior high and high school students, and offered access for both teachers and students from the District to some of the facilities and services at the four institutions.

In the late 1980's CHEN, as it had now become known, began to consider plans towards the development of an academically sponsored science park, where community, academic institutions and businesses would come together to reap the benefits of joint educational programs and research activities.

The four institutions charged themselves to develop programs that would attract the interest of New Jersey industry, and at the same time educate a work force to staff research and educational activities for New Jersey companies.

The University Heights Community

Council, under the leadership of Mrs. Sylvia Jackson, began meeting regularly and included two representatives of CHEN, as members of its group. This Community Council attempted to interest both small and large businesses of the community in joining an effort to develop an area that would later be called University Heights, and finally University Heights Science Park. Representatives of both the City's major corporations and small business owners, of state, county and city government, and of the newly evolving Society Hill neighborhood, all were added to the Council that later became the Board of Trustees of University Heights Science Park. With the assistance of legislative leaders, both in the state government and at the national level, particularly Congressman Donald Payne, the University Heights Board received financial assistance including two major Housing and Urban Development grants and a direct state appropriation. The Board used some of these resources to secure the services of an executive director and a small staff. A \$5 million component of a higher education bond issue was dedicated to build a CHEN facility in Science Park, and provided for the construction of our first building, housing administrative offices for CHEN and research space. Later, the state appropriation of \$18 million seeded the construction of the International Center for Public Health (opened February 2002), which includes the Public Health Research Institute as its prime tenant.

Loss of our executive director to a similar science park development seemed to bode poorly for the continuing momentum. However, we were able to secure the services of Jeanette Brummel, a loaned executive from the Chase Manhattan Bank who later became the second executive director of University Heights Science Park.

The park is now approximately 20 percent developed with four buildings in place or nearing completion, and extensive research and educational

"The group adopted the name CHEN, met regularly, and evolved into an action-oriented group that repeatedly attempted to work with the Newark School District, developing after-school programs, summer education efforts, and offered access for both teachers and students..."

"It is our hope that once a professional development firm joins with this partnership and begins to attract new tenants and bring demand for further facility construction, that the Park will enter its next phase and represent a major example of urban cooperation for the benefit of all parties..."

activities underway. A person who was expert in the development of K-12 higher education interface was hired and has led the efforts to create University Heights Science Park High School, which is expected to be funded totally by the State of New Jersey as part of a "thorough and efficient education program throughout the State," and to open in the fall of 2005.

At the present time, University Heights Science Park has entered into active negotiations with a major urban developer for further activities within the park, and our efforts to build housing for the indigenous neighborhood has met with success, with 25 units completed and further housing construction to take place in the next two to three years. The Coalition of Community, Higher Education, Business, and Government has been able to work together in a mutually respectful partnership, drawing upon the strengths of each group to assure continued evolution of the Park, and to remain cognizant of its importance as an economic stimulus to the City. It is our hope that once a professional development firm joins with this partnership this will begin to attract new tenants and bring demand for further facility construction.

We hope the Park will enter its next phase and represent a major example of urban cooperation for the benefit of all parties, communities, neighborhoods, businesses, education, and government.

While there is much yet to be done, and while extensive resources, including the possibility of additional land, are needed for final success, the progress thus far is encouraging. It would indicate that if commitment can be maintained – the educational facilities, research activities, incubator space, a new high school with commitment from faculties of the four institutions, housing and economic development – we can move forward together to provide New Jersey with an outstanding example of successful collaboration.

A World Class Economy Demands a World Class University Infrastructure

Commencement Address to the Rutgers University Graduate School and School of Criminal Justice, May 24, 2002

Speech Prepared by:
Saul K. Fenster, Ph.D.

When I was invited to give this year's Commencement Address to the Rutgers University Graduate School and to the School of Criminal Justice, I knew there were some things I would do and not do.

After all, over a career of multiple decades in higher education, I have heard literally dozens of commencement speeches.

One address that I shall never forget was given by Father Theodore Hesburgh, who had served for many years as the beloved and influential president of the University of Notre Dame. Known as a conscience for America, his galvanizing and magnetic personality made him an exemplar and spokesman. He was almost a biblical prophet on behalf of ideals fulfilled and unfulfilled in American life.

Ideals of justice, of race, and of fairness. Ideals that lay at the foundation of our nation's creation. Business that is still very far from being finished. Issues that urgently needed to be addressed.

But apart from a few speeches, in my mind hardly any were memorable, and there were even fewer from which I could recall a single sentence or even one phrase.

So as I said there are some things I knew that I would do and would not do as part of my address to you: I knew I would not exhort you to follow this or that personal path to fulfillment. Others can do that far better than I, and in any

case, in the end you will surely set your own direction and follow your own judgment. I also knew that as I came toward the end of my speech today, I would not under any circumstance say: "In conclusion." There is nothing so humbling as to have your audience applaud wildly and cheer you on precisely because you are about to complete your comments.

But three things I knew emphatically that I *would* do.

- I knew I would keep my speech *brief*.
- I knew I would acknowledge the extraordinary institution —Rutgers University — from which you are receiving your degrees today. Rutgers is one of America's oldest, finest, and most distinguished institutions of higher education. It is the flagship university for the State of New Jersey and, together with the State's other public research institutions — NJIT and UMDNJ — it has been an extraordinarily powerful force for good and for progress. It is also, I am proud to say, the institution from which two of my own children and son-in-law have graduated.

And it is one of the great institutions with which I have had the privilege and honor to work closely. I particularly want to take this occasion to salute Dr. Lawrence and Dr. Samuels for their vision, for their leadership, and for their contributions, and to wish them well during the years ahead.



Saul K. Fenster, Ph.D.
President (2001)*
New Jersey Institute of
Technology

"This State is uniquely positioned for greatness in the global economy of the 21st Century."

“As never before, the nation is dependent on New Jersey's global trade and communication infrastructure, central location and role in the knowledge economy for growing world trade and influence.”

- But, third: I knew I would speak to you on an issue about which I feel great passion and which I strongly believe creates the possibilities of a much better future for the people of our State.

It is an issue that involves enormous opportunity. It is an issue that involves promises fulfilled and promises yet unfulfilled. And it involves a vision of higher education as an extraordinarily powerful moral force, a force that is at once ennobling, transformational, and yet eminently practical.

The vision I speak of calls for the creation of a world class university infrastructure in New Jersey.

Let me explain. I and many others with whom I have been working share a conviction that this State is uniquely positioned for greatness in the global economy of the 21st Century. As never before, the nation is dependent on New Jersey's global trade and communication infrastructure, central location and role in the knowledge economy for growing world trade and influence. But despite this enviable position, there are significant and growing challenges and trends that threaten the State's economic prosperity and quality of life in the years ahead.

- A recently released report by a non-partisan panel of State leaders in education, business, and government that I was privileged to co-chair delineated a number of key issues that we must surely address to preserve opportunity in New Jersey and expand its role and standard of living.
Here are some of the most important of those issues:
- In order to create and maintain a world class economy, more than ever, states and economic regions will require the following: a strong education infrastructure; clusters of industrial innovation capable of attracting talent and research investment and creating and

commercializing new technologies that sustain and increase jobs; and advanced and highly efficient transportation, telecommunications, energy and water supply infrastructures.

- Since education drives a high-tech economy, New Jersey must strengthen its higher education infrastructure to compete effectively in the future with other emerging high-tech states including Georgia, Massachusetts, Michigan, North Carolina, Pennsylvania and Virginia.
- A dramatic gap exists between public- and private-sector research funds invested in New Jersey's business and educational institutions. Economists widely recognize the critical link between research funding and the economic vitality of regions. New Jersey ranks number one in private sector research but lags far behind in federal research funding relative to its gross state product (garnering only 5.6 percent of federal research dollars in the Northeast).
- New Jersey's infrastructure is aging and is not able to move people and goods with the efficiency needed to maintain job growth and quality of life. New Jersey is the nation's most densely populated state, with 1,134 people per square mile and over 8.4 million residents.
- Dramatic changes in regional land use and transportation planning require decisions to be advanced with great urgency. The New Jersey Development and Redevelopment Plan has received national accolades for its vision, concepts, plan endorsement process, strategies and statewide policies. However, its potential cannot be realized without the political will to deal effectively with home rule and to enable more planning decisions to be made with regional- and state-level considerations taken into serious account.

- New Jersey's success in the future requires vision and leadership to define and implement bold, integrated strategies that create a unique role for the state in the world economy. These strategies require not only the improved allocation of existing resources, but new coordinated investments in infrastructure, education and business development.
- New Jersey enjoys a number of clusters of innovation that drive the state's economy. These clusters are geographic concentrations of competing and cooperating companies, suppliers, service providers as well as universities, trade associations, governmental associations and other groups that foster the rapid advancement of innovation in particular fields. New Jersey needs to plan deliberately to leverage these clusters of innovation because they provide the most promising strategy for a growing, highly competitive economy.

For this effort to be successful, however, New Jersey must undertake a sustained strategy. It must not consider this a one-shot effort, or it will surely fail.

Postponing critical initiatives now will have near-term consequences. The definition of long-term is but a few years. If we do not respond quickly and forcefully it means we will not be prepared to address the economic initiatives taking place elsewhere that are already eroding our position.

More than ever before, New Jersey plays on a world stage. Its standard of living, quality of life, industrial base, and export economy are measured in global terms. Its population is increasingly diverse, drawn from the four corners of the world, and its university infrastructure should be judged in the same terms, global in scope and reputation to serve, as a critically important supportive element within New Jersey.

It is well established and I think everyone knows that powerful

synergistic relationships exist between education and economic development. A world class university infrastructure can contribute enormously to sustaining and, indeed, expanding New Jersey's economy.

What do I mean by a world class university infrastructure? It is that combination of intellectual resources, educational services, research centers, laboratories and buildings which is known and respected around the globe. It attracts support from government and industry, it is a magnet for New Jersey students and for students everywhere, and it is that focus of activity which draws the finest faculty to engage in cutting edge research to serve as the underpinning of new industries and new employment.

Let me take just a moment to identify some of the essential attributes of a world class university infrastructure. I say this because I believe it will illustrate the extraordinary synergies that would be created to assure great jobs for our citizens and the standard of living for future generations. Here are the key points:

1. The world class university infrastructure presents an identity of intellectual activity and productivity which serves as a magnet for people and enterprises: New Jersey is a place to learn, research, invest and live.
2. A World Class University Infrastructure works cooperatively with established businesses to provide the highest quality of research and well-prepared professionals, these representing the foundations of a knowledge based economy.
3. It attracts entrepreneurs who wish to be associated with faculty, students and facilities which increase the probability of their success, and which eventually lead to new business enterprises with attendant employment opportunities.

"New Jersey enjoys a number of clusters of innovation that drive the state's economy."

“New Jersey needs to plan deliberately to leverage these clusters of innovation because they provide the most promising strategy for a growing, highly competitive economy.”

4. A world class university infrastructure is critical to the development of the most competitive clustering of large and small businesses; start-up ventures, service providers, governmental entities and transportation modalities to create an economic concentration. This concentration develops ideas into products and services and sells them to the world. It is part of an economic engine global in reach, competitive with the best our nation offers, and which addresses the need to renew and replace what can no longer compete on a world stage.
5. It can encourage New Jersey residents to seek higher education in their state, and can attract gifted students from around the nation. New Jersey cannot afford to be ineffective in competing for good minds in a knowledge-based economy.
6. A world class university infrastructure can work in a complementary fashion with the K-12 system to encourage students to pursue rewarding careers and develop their skills, and to assist teachers and school administrators. Key ingredients in building a world class university infrastructure are successful graduates of the K-12 system. They must be prepared to perform well in colleges and universities so that they may, in increasing numbers, become contributing members of a knowledge-based economy. Increasingly, a divide exists between those who can contribute to ‘and be rewarded in such an economy, and those who cannot due to a lack of appropriate skills.
7. A world class university infrastructure not only cooperates in joint research, in research-and-development efforts so important to product actualization by industry, but conducts longer-term research that lays the groundwork for future products and processes. A similar research foundation since World War II has been seminal to the creation of the current prosperity enjoyed by the United States.
8. A world class university infrastructure gives recognition to the fact that the venue of competition, whether interstate or global, is to an important extent, the university campus, and in particular, the campus of the research university.
9. It carries enormous importance in increasing the share of federal revenue New Jersey receives through university research contracts and grants.
10. A world class university infrastructure envisions, therefore, an entirely new set of interactions between universities, business, and government.

It should be clear that New Jersey’s standing, its ability to garner the resources to meet the needs of every sector of its citizenry will, above all, depend on its reputation for excellence. This reputation will remain one of our most priceless assets. But it will be based on the promises we make and on the promises we keep. I would therefore like to propose that the State of New Jersey adopt, as one of its highest and most visionary priorities, the task of creating a world class university infrastructure in New Jersey. This means that higher education must not be considered just another consumer of state resources but rather foundational, a factor on which the other parts increasingly rely. In order to undertake this mission, Prosperity New Jersey and other planning directed initiatives should utilize data obtained in recent studies performed in the State and elsewhere in the context of the experience and insight of its membership. A roadmap for action must be developed. The roadmap should identify the perceptions of those who rely upon knowledge workers. It should identify the areas in which we are lacking.

It should develop a timetable of what is needed and doable, and which may well incorporate “stretch” objectives, that is, objectives beyond mere incrementalism.

It should recognize the competition of other states and their initiatives.

It should recognize progress made to date.

It should recognize that establishing a course of action to be implemented over a period of time, can, in itself, make an important statement to the world.

It should look for partners in this endeavor.

It cannot be a product of incremental thinking or incremental budgeting.

Because it is sweeping and cross-cutting, it must ultimately be led by the Governor.

Now, I said before, there is a great deal of work that must be done to achieve the promise of excellence.

It is work that will never be fully completed. But I ask that we bend every effort, that we act audaciously, that we pursue opportunities beyond means that we think may be currently available. We have come stunningly far over the last few years. Surely, we can muster the vision, will, and leadership to surmount any obstacles and rise to the challenge that confronts us today.

Thank you.

“A world class university infrastructure can work in a complementary fashion with the K-12 system to encourage students to pursue rewarding careers and develop their skills, and to assist teachers and school administrators.”

Appendix

Mayor's Summit Program Agenda

Council for Higher Education in Newark

Mayor's Summit Program Agenda

Rutgers University Center for Law and Justice
123 Washington Street
Newark, New Jersey

December 11, 2001

Welcoming Remarks by Dr. Norman Samuels

Introductory Remarks by Mr. Gus Heningburg

Panel Presentations

Hon. Sharpe James	Newark Mayor	<i>Vision</i>
Ms. Linda Dennery	Star-Ledger Publisher	<i>New Jersey's Focal City</i>
Dr. John Petillo	Newark Alliance President & CEO	<i>An Economic Engine, an Intellectual Reservoir</i>
Dr. A. Zachary Yamba	ECC President	<i>CHEN: Four Anchoring Institutions of Higher Learning</i>
Mr. Cruz Russell	PANYNJ Director, Planning and Policy	<i>Center of Transportation For the Region</i>
Dr. Saul K. Fenster	NJIT President (2001)	<i>The New Economy and the Digital Divide</i>

Historical Notes

Dr. Clement Alexander Price	Rutgers – Newark Distinguished Professor	<i>The Measures of Progress: Reaching Destination Newark</i>
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Press Conference on the Release of CHEN Economic Impact Report

Stuart D. Cook	UMDNJ President	<i>CHEN: A Stimulus for Economic Growth</i>
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COUNCIL FOR HIGHER EDUCATION IN NEWARK

Mission and Vision 2002-2004

Developing One of the Finest College Town Destinations in the Region

In the early 1970s, CHEN was formed to foster cooperation among the schools and to make Newark a significant American university center. The participating public institutions of higher education include Essex County College (ECC), the New Jersey Institute of Technology (NJIT), Rutgers University-Newark, and the University of Medicine and Dentistry of New Jersey (UMDNJ). As a result of their collaboration and partnerships in both public service and education, CHEN has increased the range of programs and services for each member institution, as well as the number of students served. The institutions already shared a record of community service, and recognized that the future of Newark's higher education community was linked to that of their involvement in the surrounding neighborhoods.

By the early 1980's the group began the process that resulted in what is now known as University Heights. In 1984, the CHEN institutions identified areas of potential development, both for the college campuses and the surrounding community. Its primary purpose was to persuade others outside the universities to invest in the area. CHEN was essential and instrumental in securing University Heights' designation as part of Newark's Urban Enterprise Zone. At University Heights Science Park, The International Center for Public Health and the future site of Science Park High School are just a few of the many important community projects produced by CHEN.

CHEN continues to build the intellectual capacity and educational options for students, develop faculty strength and increase research opportunities, within and between the four institutions. By identifying overlapping interests, working collectively in areas of academic, administrative and student affairs, CHEN enhances the standing of each individual institution. Recognizing the unique character and individuality of each institution, its purpose is to work in collaboration while maintaining their autonomy.

These four distinguished institutions continue to act as a catalyst for stability and development in Newark, investing over \$1 billion in capital improvements and facility expansion, and bringing 40,000 students and faculty into the area who have helped breathe life into a community once depressed. University Heights can now be described as a "College Town Neighborhood."

Today, CHEN has a two-fold mission: improving academic life internally for students, faculty and staff of the four institutions, along with enhancing their relationship to CHEN's external environment of Newark, the region, and the State of New Jersey.

Destination: Newark, Year 2011

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